

Portland Community College Board of Directors  
PO BOX 19000, Portland, Oregon 97280

January 16, 2020  
Sylvania Campus  
12000 SW 49<sup>th</sup> Avenue, Portland, Oregon, 97219

## **BOARD MEETING MINUTES**

### **ATTENDANCE**

Hannah Alzgal, Mohamed Alyajouri, Denise Frisbee, Jim Harper, Tiffani Penson, Alex Diaz Rios, Dan Saltzman, Michael Sonnleitner

### **WORK SESSION**

The board met in work session and received updates about legislative affairs, strategic planning, finance and tuition, and the Oregon Community College Association (OCCA).

### **EXECUTIVE SESSION**

The board met in accordance with ORS 192.660 (2) to discuss (e) real property and (h) litigation.

### **CALL TO ORDER**

Chair Harper called the Business Meeting to order at 6:46 pm.

### **APPROVAL OF THE AGENDA**

The agenda was approved as published. Sonnleitner/Penson

The December 19, 2019 meeting minutes were approved as published.  
Frisbee/Sonnleitner

### **INFORMATION SESSIONS**

Oregon Community College Association – Cam Preus, Executive Director, OCCA  
First, I would like to acknowledge President Mitsui, who has led his colleagues across the college in Pathways to Opportunity and basic needs insecurity. Many thanks to OCCA Past President Director Frisbee who served in that role for two years and made Cam's transition from Eastern Oregon back to Salem as effortless as possible. No one better exemplifies the Chuck Clemens Howard Cherry Award than herself. I cannot leave my acknowledgements without congratulating and mourning Emma. She has been such a fabulous partner.

For those of you who don't know about the association, we do represent the 17 colleges and your President and Director Frisbee have been your representatives. Each of the colleges send their president and one board member and together they have one vote. It's not usual that we have action items. It's mostly learning and growing together in our practice and policy at the OCCA board meetings, but when we do take a vote they have to caucus and agree. On full legislative years we have a full day legislative summit

where we invite all local board members to come and get up to speed on what are the issues and how to talk to your legislator. We also host the All Oregon Academic Luncheon, where we invite the Governor to recognize our outstanding students every year, two students from every campus so PCC brings 8. It's a great way to acknowledge the scholarship of Oregon community college students. We do board member trainings, president orientations. We had a training this November with the Governance Institute for Student Success, where we had contracted with Association of Community College Trustees (ACCT) and we are pursuing with ACCT some renegotiations because there is a lot of great information in the board self-assessment and we didn't get to spend much time on that.

Chair Harper asked about the weekly call during the legislative session. Cam said those calls are still held weekly on Tuesdays. It is all about making sure the board members have the same information OCCA does and marching orders for work in the capital that week.

The thing that is most present in our mind is getting ready for the short session and making sure that we are all on the same page. We will soon receive four report from #realcollege that is The Hope Lab on actual numbers/percentages of community college students across the state that are food insecure, housing insecure or homeless. They will also provide us with recommendations on what to do about that. The next week The Hope Lab will be releasing a national report on basic needs insecurity, so we are hoping that we will be able to build off that report here in Oregon. We are working on transfer policy. We want to make sure that when community college students transfer to a university they transfer in a major and they lose no credit. It wouldn't seem like that would be too hard to get done, but it has been a long slog. A new thing, at least a new thing we are doing as a collective of 17 colleges, is the work of cyber security. Some of the small institutions have definitely benefitted from the fact that PCC has such a robust program and thank you again for being willing to share. The very last thing is we are working on helping influence the applied baccalaureate rules that the Higher Education Coordinating Commission is working on so that all community colleges have an equal footing to offer such programs, should they and their board wish.

Oregon Manufacturing Innovation Center (OMIC) – Andrew Lattanner. Director, OMIC and Linda Degman, Director, Planning and Capital Construction

The mission of OMIC is to provide solutions to manufacturing challenges while preparing the industry's workforce through on-the-job learning and serving as a catalyst for local and regional economic prosperity.

OMIC is modelled off the Advanced Manufacturing Research Centre (AMRC), a part of the University of Sheffield in England. OMIC is designed to address challenges faced by manufacturers today. We often talk about OMIC as one initiative, but there are actually two components that drive this work. OMIC R&D includes three research universities, 27 advanced manufacturers and the government. The PCC OMIC Training Center involves our K-12 partners, community based organizations, and economic development partners.

PCC OMIC Training Center's missions is to address the skills gap in advanced manufacturing and provide equitable opportunity for students and job seekers for careers with economic mobility. Oregon has a skills gap in manufacturing. According to the Oregon Employment Department, there were 4,187 Oregon-based difficult-to-fill vacancies in the manufacturing sector in 2018. 83% of difficult-to-fill vacancies required work experience. Manufacturers cited lack of applicants and lack of experience as primary hiring challenges for difficult-to-fill vacancies. There are a number of diverse pathways at OMIC.

The Oregon Industrial Development Joint Apprenticeship Training Committee is approved by the Bureau of Labor and Industries (BOLI) to register employers and apprentices in four new programs at OMIC: machinist, CNC mill operator, CNC lathe operator, and industrial welder fabricator. A mechatronics technician apprenticeship is currently in development. OMIC apprenticeship combines on-the-job training with quality related instruction through PCC, industry-developed curriculum through a Joint Apprentice Training Committee, state-approved, and national, third party certifications through the National Institute of Metalworking Skills.

PCC's OMIC Training Center groundbreaking will be held Wednesday, January 29, 2020 in Scappoose, Oregon. The training center includes 17.5 acres of land, a 30,000 square foot training facility, close proximity to OMIC R&D with easy access to Highway 30. It will be a LEED Silver building.

Yes to Equitable Student Success (YESS) Update – Dr. Heather Lang, Vice President, Student Affairs and Dr. Katy Ho, Vice President, Academic Affairs

An essential feature of President Mitsui's work plan is YESS. Dr. Lang and Dr. Ho are heavily involved and quite passionate about equitable student success. We have always been committed to improving student success and outcomes here at PCC, but we really took the leap when we joined Achieving the Dream (ATD), a network of community colleges across the nation that are focused on improving student outcomes and bringing those to scale.

On July 27, 2017 Resolution 18-025, authorization to contract with achieving the dream, was passed by the PCC Board of Directors. There is a sense of urgency around fixing ourselves so that we can improve student outcomes. We are especially concerned with the disparity of outcomes based on race and ethnicity. We had a team of faculty, staff, and administrators who set the course for us by establishing the following vision: Recognizing the unique value, perspectives, strengths and challenges of every person who comes to PCC for education, all students will achieve their academic goals through equitable support, quality instruction, clear guidance to persist, and an unwavering commitment to completion shared by the entire college community.

This vision continues to serve us as a touchstone; it communicates a human centered approach that leaves no student behind and it places the responsibility on us to change ourselves, as opposed to having students be ready for us. In our work, we took a dive into the systemic change and we first needed to establish our priorities. The YESS

priority areas include: building capacity in data and technology; continue implanting strategic enrollment strategies; diversity, equity and inclusion at the core of everything we do; and implementing guided pathways. YESS goals include: student populations reflect the diverse communities that we serve; students graduate at a constantly increasing rate; disparities in student outcomes are significantly reduced or eliminated.

There have been many teams of faculty, staff, and administrators that have been making steady progress to systemic change. We recently joined the State Student Success Center Guided Pathways Cohort. Our work with Guided Pathways has reached a critical juncture point. Guided Pathways is the deep work that colleges around the country are doing to think about how it is that systems and processes need to be interrogated, in order to change to improve equitable student success. This includes mapping and clarifying pathways to student end goals, helping student choose and enter a program pathway, helping students stay on path, and ensuring that students are learning.

This work convened in Fall 2018 with a team of faculty to begin to think about how to map programs and organize them from a very student centered point of view. This team recommended six pathways: arts, humanities, communication, and design; healthcare and emergency professions; business and entrepreneurship; construction, manufacturing technology and transportation; science, technology, engineering and mathematics; public service, education and social sciences.

Guided Pathways implementation at PCC with Title III interventions include: on-ramps to postsecondary pathways, which extends curricular pathways, helps students get on a path and fosters students keeping on paths; first year experience facilitates getting students on paths, enhances keeping students on paths, and assists ensuring students are learning; ePortfolios, which supports getting students on paths, advances keeping students on paths, and facilitates ensuring students are learning; career information for pathways, which enhances curricular pathways, helps students get on paths, and reinforces keeping students on Guided Pathways. Guided Pathways with proposed Title III enhancements equals an augmented and accelerated Guided Pathways implementation to support improving opportunity and equitable student success at PCC.

With our Guided Pathways work, we have kicked off three critical teams to provide recommendations for best practices around developmental education, placement or multiple measures, and advising redesign. The developmental education team consists of two groups that offered more than 40 thoughtful, systemic recommendations.

Highlights of these recommendations include: default to non-algebra courses and math pathway, refine integrated reading and writing courses and expand integrated academic skill building support, both groups recommended professional development for best practices in their disciplines with specific attention to culturally responsive teaching and creating inclusive learning environments. The multiple measures approach allows students to use more of their academic history for the most accurate placements with the goal of starting at the highest level possible for which they are likely prepared for

success. Measures include: high school grades; high school GPA; test scores (ACT, SAT, AP, IB, GED); Accuplacer and ALEKS placement tests; instructor evaluation. This team offered 18 recommendations. Highlights of these recommendations include: improve placement advising and guidance tools/services to support student “decision zones,” including strengthening faculty/advisor collaboration; integrate systematic placement outcomes data review by faculty for modification/improvement. Integrated student support is a critical aspect of guided pathways.

This student support includes: placement guidance with academic and non-academic preparedness; new student onboarding with new enrollment process and first term advising; holistic, case management approach to advising and coaching; inescapable communication and support from caring community at key momentum points. Redesign progress:

- Assigned advising – all students assigned by end of Winter 2020
- Student momentum points – new student advising and registration sessions in Fall 2019
- Early alert system – faculty and advisor piloting since Fall 2019; roll out Fall 2020
- Student success technology – EAB live for advisors Fall 2019; for students Spring 2020
- Training and development – over 100 advisors have participated in 80-100 hours

The data team has identified five YESS metrics, three of which have baselines and targets. These areas of improvement we are looking at are successful credit completion, fall-to-fall retention, graduation/transfer rate, highest enrolling course pass rates, and momentum point achievement. YESS metrics will be disaggregated by: race/ethnicity, gender, Pell status, age, and enrollment intensity. Our goal is to roll out the ARGOS system to self-serve our data that produce visuals with our metrics and we are excited to come back at the end of spring term with an update about how this roll out has gone.

2017 Bond Update – Linda Degman, Director, Planning and Capital Construction and Rebecca Ocken, Manager, Planning and Capital Construction

District-wide projects completed by the 2017 bond include: tree survey, HVAC system controls upgrade, roof fall hazard safety assessment, network optimization phase I, public safety voice recorder, classroom digital conversion, electronic security assessment, data center improvements, and facilities planning phase II.

Cascade improvements or additions include: Terrell Hall roof, exterior wayfinding, telecommunication cables and pathways mapping, public safety building redevelopment, arc fault upgrade, and restrooms upgrade.

Rock Creek improvements or additions include: childcare center, entry realignment, entry landscape and sign, library remodel, Building 7 roof renewal, Building 2 boiler replacement, Building 7 fume hood replacement and lab modifications, Building 2 upgrade, Building 3 HVAC and restrooms upgrade, fuel tanks above and below ground, parking lot upgrade, and dealer services technology building.

Sylvania bond improvements or additions include: child development center, CC building roof, AM building upgrade, bookstore rooftop HVAC, fuel tanks above and below ground, HT building and site improvements.

Southeast bond improvements or additions: restrooms upgrade and I-205 freeway directional sign.

Swan Island Trade Center will receive fuel tanks upgrades and CLIMB Center will improve or replace the exterior windows.

Portland Metropolitan Workforce Training Center or Metro Center includes a proposed new construction that will continue and enhance existing workforce services. The building will be 40,000-50,000 square feet, multi-storied and include classrooms, computer labs, office space, meeting rooms, event space, and parking. The Opportunity Center service model will have comprehensive client support services, such as healthcare and childcare. PCC is collaborating with Home Forward to build approximately 100 affordable housing units. PCC holds property ownership; the developer will own and maintain the facility. There will be early marketing to PCC students. Planning and Capital Construction hosted a two-day workshop on critical race theory and design justice training.

Director Penson asked if there are any COBID certified firms being met by minority, women, and service disabled vets.

Sylvania Health Technology building is undergoing a series of improvements and updates. The predesign for these updates is learning-centered for student success and includes input from a number of stakeholder groups.

These vision statements include: welcome all while representing program missions, make equitable spaces for inclusive teaching and learning, nest specialized programs in a collaborative environment, sustainability centered on health and wellness. Student voices have been instrumental throughout the last year, giving input and creating goals for these spaces.

The east side is the area we are doing the main renovation, we are basically gutting back that whole area to create a much better environment. The west side we will do some minor restoration. We have to move everybody out of the east side to do this work. Predesign has dealt with this issue. It's about 45,000 square feet of space that we need to move around the campus while we make these changes. We are moving people into other buildings on campus as well as temporary modular units that will be kept in the P12 parking lot. There will be site improvements that will be happening, all these improvements will be sustainable, safe, and accessible. We will provide campus improvements to enhance accessibility and wayfinding, while creating a welcoming, clear route of travel. We will be adding more trees, as well as bioswales to the heat zones of our parking lots. Other improvements include: nonconforming upgrades, some ADA work, and documentation of entry and bus stop improvements.

**PUBLIC COMMENT ON AGENDA ITEMS**

None

**BUSINESS SESSION**

Chair Harper proposed approval of Resolutions 20-077 to 20-089. Saltzman/Frisbee

**PUBLIC COMMENT ON NON AGENDA ITEMS**

Mia Bolte.....Tuition rollback  
JR Valentine.....Tuition rollback/SAF funds  
Robert Turner.....Tuition rollback  
Em Jones.....Tuition rollback  
Frank McCleskey.....Religious freedom

**REPORTS**

Student: Hannah Alzgal  
I wanted to first highlight the work being done by the District Student Council (DSC). With the legislative session coming into fruition, our directors of legislative affairs are very busy coordinating opportunities with legislators. It is an incredibly important role and I want to recognize how important that is. It was very critical in the last session. A huge goal of the DSC regards food justice, to make it a more systemic part of DSC to work on food justice. I want to recognize students here that are working with the eco-social justice directors to institutionalize that work. It is a continuing part of evaluating what we can do to implement food justice within food services and target programs to combat food insecurity. I also want to highlight the work of the budget committee this year, the tasked members of that are the student body presidents. It has been an incredibly difficult role this year with the student activity fee with the decline of enrollment that means cutting funds to those. That means that many of the services the students testified about are, unfortunately, on the verge of having deep cuts to them. We are hoping to move forward in the deal with the college so we can avoid those and we can reinvest in those services, as well as trying to ensure that we are not causing as much of a financial burden to students.

Classified: Jeff Grider  
The classified employees in the payroll department are hard at work implementing all the salary changes, and if all goes well our members will see the new pay rate on their paycheck before the next board meeting. We are getting the wheels rolling on our union committee meetings and we have our quarterly campus lunch meetings scheduled for early February on all four campuses and four main centers to speak with our members and provide information regarding our collective bargaining agreement. Since the beginning of 2020, I have attended dozens of meetings, ranging from councils, committees to representations, including two new employee orientations, which has been a goal of our membership committee for quite some time. Just yesterday I participated in a telephone meeting with representatives of both classified and AFT locals from community colleges across the country. The subject of which was how our

community colleges are important to our communities. I'm excited about the prospect to highlight the great things our union members do for our PCC community. My weekend will be pretty busy, with a couple representatives of our local flying down to Oakland, California to attend the AFT Western regional meeting of state and local presidents. A great opportunity to collaborate and learn with leaders across our region. I'm also looking forward to our state federation's premier annual training event, the AFT Oregon Winter School, which will be held the following weekend in Hillsboro. Our local is sending almost a dozen members, nearly half of whom are attending for the first time. Something I was reminded of recently, has to do with how our college administration makes decisions, specifically how much stakeholder engagement and shared governance occurs. I think some of our newer, high level administrators have a true commitment to these values and now that negotiations are off our plates I look forward to working more closely together with those values in mind.

Faculty and Academic Professionals: Frank Goulard

Like Classified, we look forward to attending the AFT Oregon's Winter School a week from tomorrow in Hillsboro. About a dozen of our members are headed out that way. Tomorrow night I go to Lincoln City because that is where we host our annual statewide math, community colleges and universities conference in April. This is our planning meeting where five of us coordinate it every year. Along with HECC work, I am also on the audit committee to do some work with their staff who are in charge of the audit. Our HECC committee meetings, funding achievement on Wednesday and the regular HECC meeting on Thursday. So, I will get a legislative update to you on the February board meeting. I wanted to thank Mia, JR, Robert, Em, and Frank. It takes real courage to comment. I just really implore board members to put your money where your mouth is. You are in charge of giving guidance to President Mitsui and staff. We need to help our students.

Board Members:

Director Diaz Rios

I would just like to preface this by letting everyone know that my two younger sisters will be joining PCC very soon. My sister, who is a senior, has been texting me about her college experience and the biggest concern is money. Right now, from the Federal Reserve, the national student debt is 1.6 trillion dollars. To connect this with our board goals, under equitable student success: PCC improves access, retention, and completion rates for all students and reduces and then eliminates disparities in these rates for low-income students and students of color. I tend to react in a very physical way. I was really concerned with the conversation we were having around our budget. Although, a \$1 rollback feels like not much, I know from experience that \$12 can mean a lot. I implore my colleagues to see what we can do for our students. I'm really concerned that we speak about equitable student success, but if we are going to talk about access and retention we need to look at the cost of attending PCC.

Director Alyajouri

I want to wish everyone a Happy New Year. As a PCC board member, I am so proud of all the work that goes on in the college and the community. And the presentation from



Dr. Ho and Dr. Lang, all the metrics we are using I am thankful as a PCC parent that our students are in an environment where success is thought of in the way you think of success. I also want to thank Mark who is a national figure in this work. I look forward to the great work with all of you.

Director Sonnleitner

I have things, very briefly, to communicate. One relates to an apology of sorts, the second relates to travel plans that will take me away from this body for the next three meetings. Briefly, first let me say that using the word "articulate" is not always appropriate. I won't get in to that here, but would be happy to visit with anybody after the meeting. And the need for education relating to cultural awareness is ongoing, including for myself. And I think each of us needs the help of others to improve our capacity to not engage intentionally or unintentionally in micro aggressions or worse. Second, I will be away for ten weeks to India, including a week in Afghanistan.

Director Saltzman

I think we had a good discussion at the work session today about the tuition rollback alternatives. And I think I would like information in February of college-wide vacant positions. I think that could inform our discussion in February.

President Mitsui

I would like to have a conversation with Director Saltzman. When we talk about permanent line items that is part of the annual budget process. We should talk more, that is usual part of our annual budget development process. There are contractual elements related to the elimination of positions. There are a variety of components.

I attended my first meeting with the Northwest Commission on Colleges and Universities as a Commissioner and it was very eye opening and a great experience to get a sense of the accreditation process. In light of the more than likely Supreme Court ruling against DACA I have asked to restart the Preferred Future Task Force, which started when I first got here right after the election. I think it would be good to get the same group together to proactively curate resources for our students.

#### ADJOURNMENT

There being no further business, the meeting adjourned at 8:53 pm.

  
Jim Harper, Chair

  
Mark Mitsui, College President

Prepared by:

  
Jeannie Moton, Executive Coordinator

Minutes approved on February 27, 2020.